

~~CONFIDENTIAL~~

Approved For Release 2002/01/29 : CIA-RDP78-06370A000100010023-0
~~CIA INTERNAL USE ONLY~~

JOB NO. 78-06370A
BOX NO. 1
FOLDER NO. 23
TOTAL PGS HEREIN 1

000745

OTR BULLETIN

JUNE - JULY 1965

DOC	<u>1</u>	REV DATE	<u>12-01-82</u>	BY	<u>029725</u>
ORIG COMP	<u>-</u>	OPI	<u>11</u>	TYPE	<u>11</u>
ORIG CLASS	<u>5</u>	PAGES	<u>50</u>	REV CLASS	<u>C</u>
JUST	<u>22</u>	NEXT REV	<u>2012</u>	AUTH	HR T6-2

~~SECRET~~

Approved For Release 2002/01/29 : CIA-RDP78-06370A000100010023-0

~~CONFIDENTIAL~~

GROUP 1
EXCLUDED FROM AUTOMATIC
DOWNGRADING AND
DECLASSIFICATION

CONFIDENTIAL

CONTENTS

Bulletin Board	1
OTR Calendar	5
Non-Agency Training	12
Agency's Off-Campus Program	27
What Is The "Grid?"	32
FSI Library, Area Collections	35
How To Write Better	37
Directory of Training Officers	45
Office of Training Directory	47

~~CONFIDENTIAL~~

IN THIS ISSUE

OTR courses scheduled to begin in July, August, and September are listed with a brief description of each beginning on page 5.

FSI's language courses for FY 1966 and PERT and ADP courses offered in the local area are featured in Non-Agency Training, page 12.

If you are interested in the Agency's Off-Campus Program, you can review the courses tentatively scheduled by GW for the fall and spring semesters and AU for the fall semester on page 27 - 31.

The Agency's interest in management training is reflected in the article on the "Grid" - page 32.

Read about the FSI Library and how you can make arrangements to have access to it on page 35.

If you want some tips on how to write better, read the article beginning on page 37.

And the usual news items in the Bulletin Board, as well as the Directory of Training Officers and the OTR Directory.

CONFIDENTIAL

BULLETIN BOARD

LANGUAGE LABS OTR maintains two language laboratories for the benefit of Agency employees who are studying foreign languages. One is in Room 1D-1605 Headquarters and the other is in the Arlington Towers annex. The lab at Headquarters is open from 7 a. m. to 6:30 p. m. and the one at Arlington Towers is open from 8 a. m. to 6 p. m. Monday through Friday. Tapes are available in some 60 languages. There are also records in the major languages for loan. The telephone extension of the language lab at Headquarters is [REDACTED] the extension at Arlington Towers is [REDACTED]

An added service provided by the lab at Headquarters is tape material for those who wish to practice their shorthand.

CAREER EDUCATION
AWARD WINNERS

Two Agency employees, [REDACTED] and [REDACTED] have been granted 1965-66 Career Education Awards by the National Institute of Public Affairs (NIPA). [REDACTED] an OTR Careerist and an instructor in the School of International Communism, will attend Harvard and will study the Problems of Underdeveloped Countries. [REDACTED] a Personnel Careerist on assignment to the Career Trainee Program, will attend Stanford, specializing in Administration. Each year NIPA, using funds provided by the Ford Foundation, grants Career Education Awards for an academic year of graduate study to outstanding young men in Federal, state, county, and municipal government. The winners compete and are selected on the basis of their past performance and their potential, particularly in management. Because the objective of the Program is to enable students to take courses in any department without adhering to an established curriculum, the students do

CONFIDENTIAL

not usually earn degrees. Six universities participate in the Program: Chicago, Harvard, Indiana, Princeton, Stanford, and Virginia. NIPA pays for tuition and assists with expenses which government agencies are not authorized to pay. The employee's agency continues to pay his salary.

The program is for young career officers. They should be 28 - 35 years of age with at least five years of civilian public service. Federal nominees should be in positions classified at about GS 12 through GS 14 and employees of State and local governments should be at comparable levels. All should have a demonstrated capacity for eventual promotion to higher positions demanding progressively greater policy-making and executive responsibilities. Award winners must have a bachelor's degree and meet the admission requirements of the universities they attend; at least a B+ average is usually expected in previous undergraduate work.

Selection by the NIPA Board of Trustees is solely on merit. Some agencies win several awards but there is no pre-determined number for any agency.

Each government agency uses its own methods to select its nominees for the awards. In CIA, the employee's supervisor submits applications in January through his Training Officer to the Agency's Training Selection Board. The Board reviews applications, interviews candidates, and submits its nominees to NIPA by 1 February. NIPA representatives interview the nominees, universities determine whether or not the applicants meet their entrance requirements, and the awards are announced about 1 April. Fifty-five awards were granted this year.

BROCHURE ON
SENIOR OFFICER
SCHOOLS

Copies of the brochure of reprints of articles on Senior Officer Schools which were published in OTR Bulletins have been sent to all Training Officers and to other employees who personally requested copies. There are still some available. If you wish a copy, telephone AIB/RS on extension [REDACTED]

25X1A

OTR SCHEDULE OF COURSES
(1 Jul - 31 Dec 65)

The projected six-month OTR Schedule of Courses has been distributed to all Training Officers for insertion in OTR's Catalog of Courses. If you wish additional copies, call the AIB/RS on extension [REDACTED]

25X1A

CHANGES OF COURSE SCHEDULE

The CS Name Check Course scheduled for 29 November - 3 December will not be given. OTR will conduct a special Management Course (GS 11-14) at [REDACTED] beginning on 8 August (Sunday) through 13 August.

25X1A

CHANGE OF COURSE TITLE

The title of Budget and Finance Procedures Course, conducted by the Operations School, has been changed to Finance and Logistics: Small Stations.

INTERAGENCY TRAINING BULLETIN

The 1965-66 edition of CSC's Interagency Training bulletin has been sent to all Training Officers in the Agency. It contains information on courses and programs to be conducted in the next fiscal year by other Agencies and Departments of the Government. Contact [REDACTED] Registrar Staff, on extension [REDACTED] for further information about the courses referred to in the bulletin.

25X1A

25X1A

TRAINING OFFICERS

25X1A

SCHEDULE OF PRETESTS FOR OTR CLERICAL REFRESHER COURSES

Purpose : To determine the level of shorthand or typing course for which an employee is qualified.

Place : 2103 Washington Building Annex, Arlington Towers.

Time : 0920 hours on the scheduled date.

Registration : Form 73 is sent to AIB/RS/TR for Clerical Refresher Course. AIB then registers employee with Clerical Training/IS/TR for pretest.

Dates of Courses and Tests : 9 August - 3 September
Pretest 4 Aug -- typewriting
5 Aug -- SHORTHAND

13 September - 8 October
Pretest 8 Sep -- typewriting
9 Sep -- SHORTHAND

18 October - 12 November
Pretest 13 Oct -- typewriting
14 Oct -- SHORTHAND

AGENCY QUALIFICATIONS TESTS-FOR CLERICALS	Purpose	:	To qualify employees for positions as Agency typists or stenographers.												
	Place	:	2103 Washington Building Annex, Arlington Towers.												
	Registration	:	Training Officer calls Clerical Training Office directly; extension [REDACTED]												
	Time and Day of Test	:	Given to the Training Officer when he registers his employee.												
	Dates	:	<table border="0" style="width: 100%;"> <tr> <td style="text-align: center;"><u>Typewriting</u></td> <td style="text-align: center;"><u>SHORTHAND</u></td> </tr> <tr> <td style="text-align: center;">19 July</td> <td style="text-align: center;">20 July</td> </tr> <tr> <td style="text-align: center;">2 August</td> <td style="text-align: center;">3 August</td> </tr> <tr> <td style="text-align: center;">23 August</td> <td style="text-align: center;">24 August</td> </tr> <tr> <td style="text-align: center;">7 September</td> <td style="text-align: center;">7 September</td> </tr> <tr> <td style="text-align: center;">27 September</td> <td style="text-align: center;">28 September</td> </tr> </table>	<u>Typewriting</u>	<u>SHORTHAND</u>	19 July	20 July	2 August	3 August	23 August	24 August	7 September	7 September	27 September	28 September
<u>Typewriting</u>	<u>SHORTHAND</u>														
19 July	20 July														
2 August	3 August														
23 August	24 August														
7 September	7 September														
27 September	28 September														

25X1A

OTR CALENDAR

JULY						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Career Trainee Prog (Hqs Phase)	12 Jul-10 Sep
China Familiarization	19-23 Jul
CIA Review	13 Jul
Clerical Refresher	6-30 Jul
Challenge of Int'l Communism(for CTs)	26 Jul-20 Aug
IR Familiarization	12-16 Jul
Intel Production	6 Jul-27 Aug
Intel Tech (for CTs)	26 Jul-13 Aug
Intelligence: Intro (for CTs)	12-23 Jul
Orient for Overseas	6-7 Jul

Admin Procedures	16-27 Aug
CIA Review	10 Aug
CS Records Officer	30 Aug-3 Sep
Clerical Refresher	9 Aug-3 Sep
Communism (for CTs)	16 Aug-10 Sep
Intell Tech (for CTs)	23 Aug-10 Sep
Ops Support	30 Aug-24 Sep
Orient for Overseas	3-4 Aug
Paramilitary	2 Aug-24 Nov

AUGUST						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SEPTEMBER						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

China Familiarization	20 Sep-24 Sep
CIA Review	14 Sep
Clerical Refresher	13 Sep-8 Oct
CS Name Check	7 Sep-13 Sep
CS Review	14 Sep-23 Sep
Communism: Intro	27 Sep-8 Oct
CI Familiarization	20 Sep-1 Oct
CA Operations	27 Sep-15 Oct
Effective Speaking	13 Sep-20 Oct
Finance & Logistics: Small Stations	27 Sep-15 Oct
IRRR	13 Sep-1 Oct
Intel Res (Map & Photo)	13 Sep-15 Oct
Intel Res Tech	13 Sep-8 Oct
Intelligence: Intro	13 Sep-24 Sep
Mgt (GS 11-14)	26 Sep-1 Oct
Operations (for CTs)	13 Sep-14 Jan
Ops Familiarization	13 Sep-22 Oct
Orient for Overseas	7 Sep-8 Sep
Orient for Trng Assts	15 Sep
Orient for Trng Offs	28 Sep-29 Sep
Supervision (GS 5-10)	13 Sep-17 Sep
Writing Workshop (Basic)	14 Sep-7 Oct
Writing Workshop (Inter)	13 Sep-6 Oct

OTR COURSES Scheduled on the Calendar shown on page 5.

Administrative Procedures (2 wks - full time)

For clerical employees who support the CS at headquarters.
Covers the organization, functions, general administrative regulations, and procedures of the Agency; emphasis is on the CS.

Career Training Program (23 to 25 wks - full time)

Challenge of International Communism (4 wks - full time)

For Career Trainees (formerly JOTs). A survey to develop a comprehensive understanding of the doctrine, organization, and activities of the USSR, Communist China, and the Communist Party and associated organizations of the free world.

China Familiarization (1 wk - full time)

For professional employees. General survey of Mainland China's geography, history, economic factors, and its role in foreign affairs. Includes pronunciation of Chinese names.

CIA Review (2 1/2 hrs)

For all overseas returnees. Covers salient facts in the Agency's recent development. Now includes the security reindoctrination lecture.

Clandestine Services Name Check (1 wk - full time)

For CS employees. Covers principles, techniques, and procedures for exploiting the Agency's records and its other resources to obtain biographic information.

Clandestine Services Records Officers (1 wk - part time)

For CS employees to qualify them as CS Records Officers.
Covers operational factors and relationships on which to base
the decision to destroy or retain CS operational records.

Clandestine Services Review (8 days - full time)

For CS officers recently returned from an overseas assignment;
also officers who support the CS. Updating of the organization and
functions of the Directorates. DDP is treated in detail.

Clerical Refresher (4 wks - part time)

For clerical employees to improve their accuracy and to develop
their speed in either shorthand or typewriting. Employees may
take separate instruction in both skills.

Counterintelligence Familiarization (2 wks - full time)

For CS employees. Covers terminology, authorities, missions
and activity of CI; exploitation of CI records and CI reporting.

Covert Action Operations (3 wks - part time)

For recently assigned or experienced CS officers. Advanced
seminar on covert operations. Class members discuss opera-
tional problems with senior Agency officers.

Effective Speaking (6 wks - part time)

For professional personnel. Covers principles of speaking as
they relate to oral presentation. Includes a lecture on selection
and use of graphic aids.

Finance and Logistics: Small Stations (3 wks - full time)
(Formerly Budget and Finance Procedures)

For administrative assistants or support officers required to
maintain budgetary, financial, and property records at a Class
B or Type II Station. Emphasis is on all facets of financial re-
sponsibilities.

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

value of this information. Recommended for those in a management position.

TUITION: \$46 a credit hour

Department of Agriculture Graduate School

- 3-550 INTRODUCTION TO DIGITAL COMPUTERS
For the student with minimal background in engineering and mathematics. Broad view of relationships of computer to scientific investigation and business enterprise. Relationships between problem and computer. Examination of structure and organization of computer in connection with large functional units. Their interrelations, interdependence, and control. Some programming concepts.
- 3-559 ELECTRONIC DATA PROCESSING-GENERAL
For subject-matter professional workers desiring technically based understanding of techniques, potentials, and problems of exploiting electronic data processing in their fields. First semester: Oriented mainly to equipment. Organization and components of EDP systems. Programming concepts in machine language and in symbolic representation of machine language. Input-output. Arithmetic. Program logic and control. Distinctions among kinds of machines. Second semester: Oriented mainly to uses. Systems analysis and flow charting. Automatic programming (Fortran, Algol, COBOL, and Tabsol). Representative applications in the Federal Government. Accounting, Statistics. Scientific computation. Information storage and retrieval. Advanced potentials of EDP.
- 3-578 IBM 360 DATA PROCESSING SYSTEM
Basic information on IBM 360 system. Provides general understanding of system and interrelationship of models and parts. Broad system concepts, basic and optional features, and specific input-output devices. Operating

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

principles, central processing unit, instructions and programming (basic assembly program and applications of Cobol and Fortran).

3-588 DATA PROCESSING ON ELECTRONIC COMPUTERS-IBM 1410 - 2 credit hours
First semester: Introduction to high-speed data processing system. Input-output components. Computer capabilities. Repertoire, format, and execution of machine commands. Preparation of flow charts. Writing of detailed program instructions, using both absolute and symbolic language. Second semester: Program loading and testing procedures. Data processing with magnetic tape. Macro instructions. General purpose input-output package routines. Systematizing a data processing project. Automatic programming systems. Prerequisites: Training or experience in accounting or statistical fields, or with other stored program digital computers.

TUITION: \$14 a credit hour.

Georgetown University - School of Business Administration

Div of Business Stat 005, 006: BUSINESS STATISTICS
I & II

Acquaints the student with the concepts and procedures of modern business statistics. Covers the design of statistical surveys, data processing and data presentation as well as the principles of sampling methods for univariate and bivariate distributions and distribution-free methods. Special attention is given to scientific sampling in accounting, in quality control and in the purchase and marketing of merchandise, to modern decision and to be statistical forecasting.

TUITION: \$50 a credit hour

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

George Washington University - Engineering and
Applied Science

Applied Science 287: AUTOMATA AND SELF-
ORGANIZING SYSTEMS

Effectively computable functions and Turing machines, digital computational methods in Boolean algebra, combinational circuits and their analysis, recursion circuits and their analysis, reliability of automata, networks of automata, artificial intelligence.

Engr 21: APPLICATION OF COMPUTERS TO ENGINEERING PROBLEMS

Machine utilization; number systems; principles of programming, machine language and automatic programming language, Fortran, Algol, Colol; numerical analysis, basic logical circuits.

Engr 22: DIGITAL TECHNIQUES

Automatic programming techniques, self-detecting and correcting codes, logical circuit design, electronic design of digital transistor and magnetic-core circuits, memory systems, analog-to-digital techniques, wiring diagrams.

Engr 23-24: COMPUTER LABORATORY I-II

Use of digital and analog computers; including design, logical circuitry, programming, operation, maintenance, and troubleshooting.

Engr 230: DIGITAL TECHNIQUES

Automatic programming techniques, self-detecting and correcting codes, advanced logical circuit design, electronic design of digital transistor and magnetic-core circuits, memory systems, analog-to-digital techniques, wiring diagrams.

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

Engr 231: DIGITAL CIRCUITRY AND SYSTEMS

Basic concepts of modern digital programmed systems, mathematical foundations and techniques for logical design of digital circuits, electronic design of computer circuits.

Engr 232: DIGITAL SYSTEMS

The programmed system; system design of digital computers, special-purpose digital computers, reliability, data-processing techniques, analog-to-digital and digital-to-analog techniques.

Bus Admin 219: DIGITAL COMPUTER PROGRAMMING CONCEPTS

Machine functions and programmed control, instructions and programs, sub-routines, general purpose programming, business oriented programming languages. Prerequisite: Business and Public Administration 204 (Quantitative Factors in Administration) or permission of instructor.

Bus Admin 220: COMPARATIVE DIGITAL COMPUTER SYSTEMS

Properties and capacities of the range of equipments in use today, special purpose business equipments, recent and prospective equipment developments. Prerequisite: Business Administration 219 (Digital Computer Programming Concepts).

Bus Admin 221: APPLICATION OF DIGITAL COMPUTERS

The integration of data processing in the regular operations of the business or government organization and in establishing flows of management information systems planning, the impact of ADP on management organization and decision making. Prerequisite: Business and Public Administration 204 (Quantitative Factors in Administration) and Business Administration 220 (Comparative Digital Computer Systems).

SECRET
CIA INTERNAL USE ONLY

Approved For Release 2002/01/29 : CIA-RDP78-06370A000100010023-0

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

Bus Admin 222: SEMINAR: ADVANCED DIGITAL
COMPUTER CONCEPTS

Study of advanced problems in the design and
application of computer systems.

Stat 197: DIGITAL COMPUTER PROGRAMMING WITH
APPLICATIONS

The use of the digital computer in statistical
and other computational work. Machine lan-
guage, SPS and FORTRAN programming.
Writing, debugging, and running programs
on the digital computer, using the IBM 1620
in the University Computing Center. Pre-
requisite: Permission of the instructor.
Laboratory fee: \$20.

Stat 207-208: OPERATIONS ANALYSIS

Basic concepts and techniques of operations
analysis as applied to problems in business
management and economic research. An in-
troduction to the processes of linear pro-
gramming, game theory, and queueing theory.
Prerequisite: Admission by permission of
the instructor.

TUITION: \$46 a credit hour.

University of Maryland

Bus Admin 101: ELECTRONIC DATA PROCESSING

The electronic digital computer and its use
as a tool in processing data. The course in-
cludes the organization of data processing
systems, environmental aspects of computer
systems, fundamentals of programming, and
management control problems and potentials
inherent in mechanized data processing sys-
tems. Prerequisite: Junior standing, Math.
11 (Introduction to Math) or the equivalent.
Laboratory fee: \$10.

AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

Bus Admin 102: ELECTRONIC DATA PROCESSING
APPLICATIONS

Study of computer applications, introduction of computer methods for the solution of business problems and laboratory exercises in programming and development of computer techniques. Prerequisite: Business Administration 101 (Electronic Data Processing). Laboratory fee: \$10.

Bus Admin 103: INTRODUCTION TO SYSTEMS
ANALYSIS

The course includes the principles of systems analysis, recent applications and innovations of the systems concept, design and implementation of computer systems, including such techniques as mathematical programming, simulation, business games, and network analysis, and laboratory use of a digital computer in the application of these techniques. Prerequisite: Business Administration 102 (Electronic Data Processing Applications), Math. 15 (Elementary Calculus) or the equivalent. Laboratory fee: \$10.

Bus Admin 167: OPERATIONS RESEARCH I

The philosophy, methods, and objectives of operations research. Basic methods are examined and their application to functional areas of business are covered.

Civil Eng 140: ENGINEERING ANALYSIS AND COMPUTER PROGRAMMING

Elements of operational calculus, vector analysis; numerical methods and programming for computers. Errors, interpolation, series, integration, iteration and solution of equations. Prerequisite: Math. 64 or concurrent registration (Differential Equations for Engineers).

Electrical Eng 106: PROGRAMMING DIGITAL COMPUTERS

Number systems, theory of digital computer; essential steps in programming; numerical

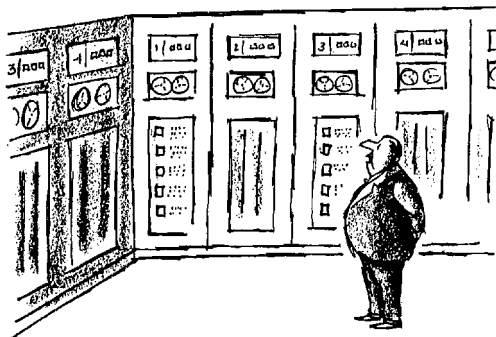
AUTOMATIC DATA
PROCESSING
COURSES
(cont'd)

solutions. Prerequisites: Math. 21 (Calculus II); Physics 21 (General Physics: Electricity, Magnetism, and Optics); Electrical Engineering I (Basic Electrical Engineering); and concurrent registration in Math. 64 (Differential Equations for Engineers).
Laboratory fee: \$5.

Electrical Engr 130: ELECTRONIC ANALOG COMPUTERS

Principles of analog computing components, operational amplifiers, d-c amplifiers, instrument servos, multipliers, and function generators. Prerequisites: Electrical Engineering 101 (Engineering Electronics); Math. 64 (Differential Equations for Engineers).

TUITION: Courses numbered 100-199 are for Advanced Undergraduates and Graduates. A person admitted as a graduate student pays \$18 a credit hour; a person admitted as an undergraduate pays \$15 a credit hour.



Henrietta

"I've come to tell you I'm resigning."

Training Selection Board

COURSES SCHEDULED

*Air War College, Maxwell AFB, Alabama 9 Aug 65 - 3 Jun 66

Designed to prepare senior officers for high command and staff duty and to promote sound concepts of aerospace power development and employment. International relations, air warfare, and global strategy are studied.

*Armed Forces Staff College, Norfolk, Virginia 16 Aug 65 - 14 Jan 66

For middle-level and senior officers. Objectives of the course are to promote teamwork among the services, to educate officers in joint and combined organization, planning and operations, and related aspects of national and international security, and to prepare them for duty in all echelons of joint and combined commands.

*Executive Development Program, Kings Point, New York
"Skills and Goals of Management" 12 - 23 Jul 65

For senior officers. Agency candidate must be in grade GS 14 and above. The program is planned as an integrated curriculum which can be taken through a series of related short courses over a period of years and which will provide an understanding of significant, continuing Government responsibilities valuable to a career executive in any agency or function.

Executive Program in Business
Administration, Columbia University 18 Jul - 28 Aug 65

For senior executives. The course is designed to deepen the executive's understanding of the interrelationships and internal operations of his organization and the national and international economic forces which affect business; to strengthen his grasp of planning and decision making; and to develop his administrative ability.

SECRET
CIA INTERNAL USE ONLY
Approved For Release 2002/01/29 : CIA-RDP78-06370A000100010023-0

*Federal Executive Fellowships, Brookings

Jul 65 - Aug 66

Candidates must have ten years of Federal Service and demonstrated a capacity for independent research. The purpose of the program is to increase the knowledge, proficiency, and skill of senior officers and to permit them to make a research contribution in their field. Research projects should be in the fields of economics, government or foreign policy and should be of such scope as to require from six to twelve months of research and to result in useful reports, articles, monographs, or books.

Foreign Affairs Program Management Seminar, FSI 2 Aug - 19 Nov 65

For State Department officers and other officers in Government agencies who are rising to managerial responsibilities in foreign affairs. Designed to prepare foreign affairs specialists to become desk officers, embassy section chiefs, principal officers, and to assume other executive-type positions by studying the design, implementation and coordination of the main programs constituting United States foreign affairs. A continuous thread throughout the seminar is separate country studies by student panels.

*Industrial College of the Armed Forces, Ft. McNair 18 Aug 65 - Jun 66

For senior officers. The course covers all phases of national and world economic, political, military, and psychological conditions and trends, logistics planning and economic mobilization in time of war; human, material, and economic resources; the impact of scientific research; and the relationship of all these to national policy and strategy.

Management Development Program for Federal Executives 14-15 Sep)
13-22 Oct)
6-7 Jan)

For officials and specialists who are newly assigned to positions of executive responsibility and who have little formal training in current management philosophies, principles and practices. Agency candidate must be in grade GS 14 or above. The program is conducted by USDA in three phases: a two-day orientation in Washington, nine-day workshop in Williamsburg, and a two-day follow-up in Washington.

National Interdepartmental Seminar, FSI

26 Jul - 20 Aug 65
13 Sep - 8 Oct 65

For senior officials of the Government who are concerned with countries designated "critical" and other areas of the world where there is active or incipient insurgency. Agency candidate must be in grade GS 14 or above. Includes study of developing nations, current insurgency, U. S. resources in countering insurgency, the development of internal defense plans, and the functions of the U. S. country-team.

*National War College, Ft. McNair

12 Aug 65 - 3 Jun 66

For senior officers. The course is designed to prepare selected personnel of the Armed Forces and the State Department for joint and combined high-level policy, command, and staff functions. Topics include the world situation, Government agencies, national security policy and strategy, and the military, economic, scientific, political, psychological, and social factors of national power.

*Naval War College, Newport, Rhode Island

5 Aug 65 - 15 Jun 66

For senior officers. Designed to prepare officers for higher command through a better understanding of the fundamentals of warfare, international relations, and interservice operations. Emphasis is on the use of naval power to accomplish the Navy's mission and to further national objectives.

* Nominations are closed for these courses. If you are interested in the next scheduled course consult your Training Officer for details on the selection process.

THE AGENCY'S OFF-CAMPUS PROGRAM
George Washington University and The American University

The George Washington University's College of General Studies has tentatively scheduled the following courses for the fall and spring semesters of the Agency's Off-Campus Program:

Fall Semester 1965

Hist 71	THE DEVELOPMENT OF THE CIVILIZATION OF THE UNITED STATES The political, social, economic, and cultural forces of the United States in their world setting from 1492 to 1865. Monday
Hist 145	HISTORY OF RUSSIA Survey of the rise and revolution of Russia. Russia under the Old Regime, 860-1900. Tuesday
	<u>Prerequisite:</u> Hist 39-40 (The Development of European Civilization)
Pol Sci 192	GOVERNMENT AND POLITICS OF NORTH AFRICA Domestic and international politics of Algeria, Tunisia, Morocco, Libya, Egypt, and Sudan. Attention is given to their relations with the states of the Middle East. Monday
	<u>Prerequisite:</u> Pol Sci 9-10 (Government of the U. S.)
Pol Sci 10	GOVERNMENT OF THE UNITED STATES State and local governments; civil rights; major functions of government at federal, state, and local levels. Tuesday
Geog 165	EASTERN AND SOUTHEASTERN ASIA Regional survey. Wednesday
Geog 166	THE SOVIET UNION Regional survey. Thursday
Soc 2	MAN, CULTURE, AND SOCIETY II Development of culture and personality, the impact of groups and institutions on man's social behavior. A survey of the fields within sociology. Wednesday

SECRET
CIA INTERNAL USE ONLY
Approved For Release 2002/01/29 : CIA-RDP78-06370A000100010023-0

Psych 1	GENERAL PSYCHOLOGY The fundamental principles underlying human behavior. Thursday
Eng 1	ENGLISH COMPOSITION Review of grammar, exercises in composition, readings. Wednesday
Math 21	CALCULUS I Elementary concepts of analytic geometry. Differentiation and integration of algebraic functions with applications. Tuesday <u>Prerequisites:</u> Math 3 (College Algebra) and Math 6 (Plane Trigonometry); or two years of high school algebra, one year of high school geometry, and one-half year of high school trigonometry; or the equivalent.
Educ 108	HUMAN DEVELOPMENT, LEARNING, AND TEACHING For the general student as well as the prospective teacher. Principles of effective teaching based on an understanding of human development and nature of learning. Thursday NOTE. This course has approximately fifteen hours of field work which must be done during the working day. It consists of three visits to an elementary school for a half-day, one to a junior high school, and one to a senior high, to observe teachers in classrooms.

Spring Semester 1966

Hist 72	THE DEVELOPMENT OF THE CIVILIZATION OF THE UNITED STATES The political, social, economic, and cultural forces of the United States in their world setting from 1865 to the present. Monday
History 146	HISTORY OF RUSSIA Survey of the rise and revolution of Russia. Revolution and Soviet rule, 1900-1960. Tuesday <u>Prerequisite:</u> History 39-40 (The Development of European Civilization).
Hist 164	SOUTH AMERICA SINCE INDEPENDENCE Development of the independent South American states in the 19th and 20th centuries. Wednesday

Hist 164(cont) Prerequisite: Either Hist 39-40 (The Development of European Civilization) or Hist 71-72 (The Development of the Civilization of the U. S.)

Pol Sci 190 POLITICS OF MIDDLE AND SOUTHERN AFRICA The political life of the states and dependent territories of non-Mediterranean Africa, including the upper Nile valley and the Horn of Africa. Special attention to the specifically regional aspect of the foreign policies of these countries. Monday

Prerequisite: Pol Science 9-10 (Government of the U. S.)

Pol Sci 9 GOVERNMENT OF THE UNITED STATES Structure, powers, and operation of the Federal Government: Congress, the President, and the Supreme Court; elections, political parties, and pressure groups. Tuesday

Geog 164 COMMUNIST CHINA Regional survey. Thursday

Anthro 1 MAN, CULTURE, AND SOCIETY I The physical evaluation of man and the origins and development of culture, including a survey of the topic divisions of the field. Wednesday

Psych 8 PSYCHOLOGY OF ADJUSTMENT Processes involved in the total adjustment of the individual with emphasis on social environment; development in the individual of adjustment techniques. Thursday

Prerequisite: Psychology 1 (General Psychology) or Psychology 5-6 (Principles and Methods of Psychology).

Eng 2 ENGLISH COMPOSITION For second-semester freshmen not following the Columbian College of Arts and Sciences sequence. Readings and practice in expository and argumentative techniques and in research procedure. Wednesday

Prerequisite: English I or IX (English Composition)

Math 22 CALCULUS II Differentiation and integration of transcendental functions and applications, topics in analytic geometry, techniques of integration. Tuesday

Math 22 (cont.) Prerequisite: Math 21 (Calculus I)

Educ 123 SOCIETY AND THE SCHOOL For the general student as well as for the prospective teacher. Historical and sociological development of education at the local, national, and international levels; cooperation of the school with other community agencies; organization and operation of schools; functions of personnel. Thursday

NOTE. This course has approximately fifteen hours of field work which must be done during the working day. It consists of attendance at a school from three to six times to observe teachers and to listen to the principal describe the school.

The American University has scheduled two courses in economics for the fall semester:

Fall Semester 1965

Econ 19.514 INCOME ANALYSIS I: CONCEPTS AND THEORY
Analysis of economic aggregates. The multiplier and acceleration principle. Interrelationship between prices, money supply, interest rates, output. Tuesday

Prerequisites: Economics 19.302 (Intermediate Economic Analysis: Income), and Economics 19.312 (Money and Banking).

Econ 19.307 INTRODUCTION TO QUANTITATIVE ECONOMICS
Selected topics from analytical geometry, calculus, linear algebra, statistics, and their application to problems in economic research and analysis. Thursday

Prerequisites: Mathematics 41.100 (Survey of Mathematics I), and Statistics 69.202 (Basic Statistics).

Enrollment in these courses is limited to overt employees of the Agency. All courses are three semester hours. Classes will be conducted evenings, exact time and place to be announced. Tuition for personnel who are sponsored by the Agency will be handled by OTR.

The fall semester of the GW program will begin the week of 20 September 1965 and will run for 15 sessions. Tuition is \$90 (\$30 per credit hour) and may be paid in three installments. The dates of registration, counseling by the Assistant Director of the GW's Off-Campus Division, and the beginning of the spring semester will be announced in a Headquarters Employee Bulletin.

The fall semester of AU's program will start the week of 13 September and will run for 16 sessions. Tuition is \$90 a course, also payable in three installments. Dates of registration will be announced later in the Headquarters Employee Bulletin.

Employees who are interested in taking courses which are not offered in the schedule may discuss this with [REDACTED] Registrar, extension [REDACTED]. If there are enough people interested in a particular course, efforts will be made to arrange for it.

25X1A

25X1A

WHAT IS THE "GRID?"

CPYRGHT

A strange language is being heard around the halls and offices these days. "My boss is such a nine-one, I've gone completely one-one." "Stop acting five-five." "Well, it's better than being so one-nine."

What does it mean? To those who have taken management training within the last year, these numbers describe various kinds of managerial and supervisory behavior. Several hundred people have by now acquired this handy descriptive device through their study of "The Managerial Grid," a theoretical frame-work which is currently attracting a lot of attention in government and business circles. For example, it has been recently the subject of a lengthy article in the Harvard Business Review (November-December 1964).

"The Managerial Grid" plots the behavior and attitudes of managers along two axes, one of which represents a concern for people and the other a concern for production. Some managers overemphasize work and its problems, while ignoring the people who are doing the work. Others overemphasize people and their problems while paying little attention to the work. Still others try to balance or compromise the needs of people and work, conceding first to one and then to the other as the situation demands. Are there other and better ways to organize people and work to get maximum effectiveness?

The conceptual framework is described in the textbook, The Managerial Grid, by Professor Robert Blake of the University of Texas. This book assigns descriptive numbers to the principal kinds of behavior and explains the application of the system. This book and a number of specific exercises form the base for a one-week course which has been taken by 225 employees from all parts of the Agency, 147 of whom were GS-15 and above.

The one-week course ("Phase I") is designed to enable the participants to:

- analyze their own managerial styles and assumptions;
- recognize the advantages and limitations of various styles;
- learn more effective ways of resolving conflict;

Business writing is full of deadly passives. We say, "An improvement in service has been effected" instead of "We improved service." "Improved performance was noticed by those present" instead of "We noticed an improvement." "The switch is pressed by the operator" instead of "The operator presses the switch."

Once you have mastered simple words and short sentences, nothing will add more sparkle to your writing than healthy doses of active verbs.

4. Use a conversational style.

Most of us are better at talking than writing because we have had much more practice at it. Of course, most people who can't speak coherently can't write coherently either. This principle won't do much good for them.

When you're struggling over a tough passage--one that seems to defy writing--ask yourself, "How would I say this to my wife at dinner, or to the reader if he and I were sitting in the lunchroom discussing this over a cup of coffee?" You'll be amazed how much easier the words will unfold before you. Of course there are bound to be some important differences between the language style you use for talking and that for writing. Let common sense be your guide. And, of course, there are some people who have just as much trouble speaking as writing. They are dull at both. For them we recommend applying Principles One, Two and Three to their speech as well as to their writing.

5. Get people into your sentences.

This is another rule that filtered down from the newspapers. Many a managing editor's desk in the days of green eyeshades was adorned with a sign reminding cub reporters: Talk about people, people, people!

There are two important reasons why your writing should bristle with people: passive verbs will disappear automatically, and your writing will become more accurate.

CPYRGH
T

It's almost impossible to write in the passive voice if people are the subjects of your sentences. Thus, a typical dull sentence like, "It was realized that drastic changes would have to be made" is less likely to show up in your writing. Instead you are more likely to write it as it should be: "We realized we would have to make drastic changes." Notice how much more interesting the second version is. Chances are, even the writer would feel the enthusiasm generated by his more interesting style, and would be swept up in sort of a chain reaction leading to still more enthusiasm reflected in his writing.

People in your sentences make the writing more accurate too. The passive voice sentence, "It was realized that drastic changes would have to be made" is not only dull but inaccurate. It leaves unanswered the important question, "By whom? Who realized it, and who would have to make the changes?" Its active voice translation, "We realized we would have to make drastic changes" leaves no doubt. People in the sentence make the difference.

6. Know your subject

Sounds ridiculous, doesn't it. But you might be surprised to see how many people don't really know all they should about the subject they are writing about. As a result, they try to cover up with vague generalities that are at best ambiguous, at worst meaningless.

We are not suggesting that executives are not well enough informed. Certainly most men in responsible jobs hold those jobs because of their ability. But human nature makes many people try to sound more informed than they really are--especially in writing, for some mysterious reason. When that happens the writing falls flat. And it doesn't fool the real experts. There is still no substitute for expert knowledge when one is writing. The real expert has confidence in himself and in what he is writing. And he

usually has more enthusiasm for his subject than the not-so-expert. His self-confidence and enthusiasm show through in his writing. He is more likely than most to apply Principles one through five correctly, because he isn't trying to impress anyone.

How to organize material

Start your written piece by telling the reader the gist or conclusion right away. This may sound backward, but remember, you're not trying to write a mystery novel. There's no need to keep the reader wondering until the very end whether or not the butler did it.

Engineers and scientists often feel they should report a project with the conclusion last. In a sense it is logical that they should think this way, but what is right in arriving at a conclusion is wrong in reporting how you arrived at it. The conclusion should still go first. The engineer or scientist often assumes that the natural way to report his work is to relate it in the same order that he did it. But hindsight is always 20/20. With the results or conclusion first, and then the step-by-step procedure, the reader can study and digest each step as he goes, because he can compare it with the end result. And he can stop anywhere in his reading to clarify in his mind how a particular step fits into the overall picture. Without that conclusion at the beginning he doesn't know what the overall picture is until the end. Any clarifying or digesting along the way requires reading the report twice.

For others who are not engineers or scientists, the principle is the same. Put the conclusion first. For example, if you are writing a report on your opinion of coffee breaks in your organization, don't wait till the end to tell whether you are for or against them. Rather, give your opinion first, then tell why.

Regardless of the type of writing, keep your information in order. Whether you tell events in the order in which they happened, or present arguments in order of importance, use some order. Don't jump around.

Logic in your writing

It is a pity that everyone is not required to take a course or read a book on Aristotelian logic--not only for writing, but for almost all experiences involving clear thinking and the necessity of dealing with people and situations.

Take a tip from lawyers. Much has been written about the complexity of legal writing, and how unnecessary most of that complexity really is. Many of these criticisms are well-founded. But at least this much can be said in favor of legal writing: it is always logical. It always builds step by step from one point to another. Try a little of the legal technique in your own writing (being careful, though, not to be influenced by lawyers' tendency to use big words unnecessarily).

Don't be bound by rules

Many writers get into trouble because they stick unflinchingly to formal rules. But there are cases where it is better to break a rule for simplicity's sake. Furthermore, many of the rules have probably changed since you learned them in school. You probably learned, for example, not to end a sentence with a preposition. Today, a preposition is considered a fine word to end a sentence with. And you probably learned that you can't begin a sentence with "and" or "but." But you can. You can even use sentences that are grammatically incomplete, if you're skillful enough. Sometimes, anyhow.

Extracted from an article from Management Methods by
Albert M. Joseph

Directory of Training Officers

25X1A

25X1A

SECRET
CIA INTERNAL USE ONLY

SENIOR
TRAINING
OFFICERS DDI
 DDP
 DDS&T
 DDS

TRAINING
OFFICERS DCI
 O/DCI
 O/IG
 Inspection Staff
 Audit Staff
 General Counsel
 Cable Sec
 O/BPAM

DDI
O/DDI
CGS
OCR
ORR

ONE
OCI

OBI

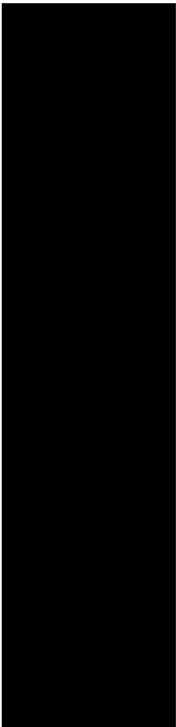


2E-52
3C-29
6E-68
7D-10

7E-07

7D-49
1201 Key
7D-07
1A-53
6E-08

2E-52
7F-35
2E-61
4F-29
4F-29
7E-47
6G-29
6G-29
2400 Alcott Hall



SECRET
CIA INTERNAL USE ONLY

46
25X1A
STATSPEC

Domestic Contact Service
NPIC

DDS
Administration
Communications

Finance
Logistics

Medical
Personnel

Security

Training

DDS&T
OCS
OEL, ORD, & FMSAC
OSA
OSI

902 Key
1004 Key

7D-10
GD-09
GD-09
1211 Key
1326 Qtrs I
1326 Qtrs I
1D-4044
5E-56
5E-56
4E-71
4E-71
839, 1000 Glebe

GD-0404
6E-68
6B-40
6F-24
6F-24

25X1A
25X1A

~~SECRET~~
~~INTERNAL USE ONLY~~

~~SECRET~~
~~INTERNAL USE ONLY~~

AL

Office of Training Directory

25X1A

25X1A

Director of Training
Deputy Director of Training
Special Assistant to the
DTR & Secretary, TSB
Executive Officer

Matthew Baird

Rm 819, 1000 Glebe
Rm 819, 1000 Glebe

Rm 811, 1000 Glebe
Rm 830, 1000 Glebe

SCHOOLS Intelligence School
Language Training School
Course Information
Operations School
School of International
Communism

Rm 711, 1000 Glebe
2107 Arl Towers

Rm 609, 1000 Glebe

Rm 736, 1000 Glebe

STAFFS Career Training Program
Midcareer & Senior Officers
Courses
Plans and Policy
Registrar
Deputy Registrar
Admissions and Information
External Training

Rm 743, 1000 Glebe

Rm 510, 1000 Glebe
Rm 807, 1000 Glebe
Rm 839, 1000 Glebe
Rm 839, 1000 Glebe
Rm 832, 1000 Glebe
Rm 835, 1000 Glebe

CIA INTERNAL USE ONLY

CONFIDENTIAL

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2002/04/29 : CIA-RDP78-06370A000100010023-0
~~SECRET~~
~~CIA INTERNAL USE ONLY~~

~~SECRET~~

Approved For Release 2002/04/29 : CIA-RDP78-06370A000100010023-0

CONFIDENTIAL